

AAA Got You Covered!

Building Effective Mentoring
Relationships From the Bottom Up.

Presented to:

AGEP North Carolina Alliance

12/11/19

Presented By:

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Channel Zer0
"Changing **LIVES** and **REALITY**"

Mentoring Overview

The overall goal of this presentation is to help potential mentors understand their roles, therefore optimizing the impact of the mentoring relationship.

A passion is not friendly. It is arrogant, superbly contemptuous of all what is not itself, and, as the very definition of passion implies the impulse to freedom, it has a mighty intimidating power. It contains a challenge. It contains an unspeakable hope.

-- James Baldwin

“Because Everyone Can Be Great”

Greatness is guaranteed when you discover life’s true calling, live more courageously, access the knowledge and creativity of your mind, embrace integrity in everything you do. ... We all have seeds of Greatness within us.

-- Dr. Dennis Kimbro

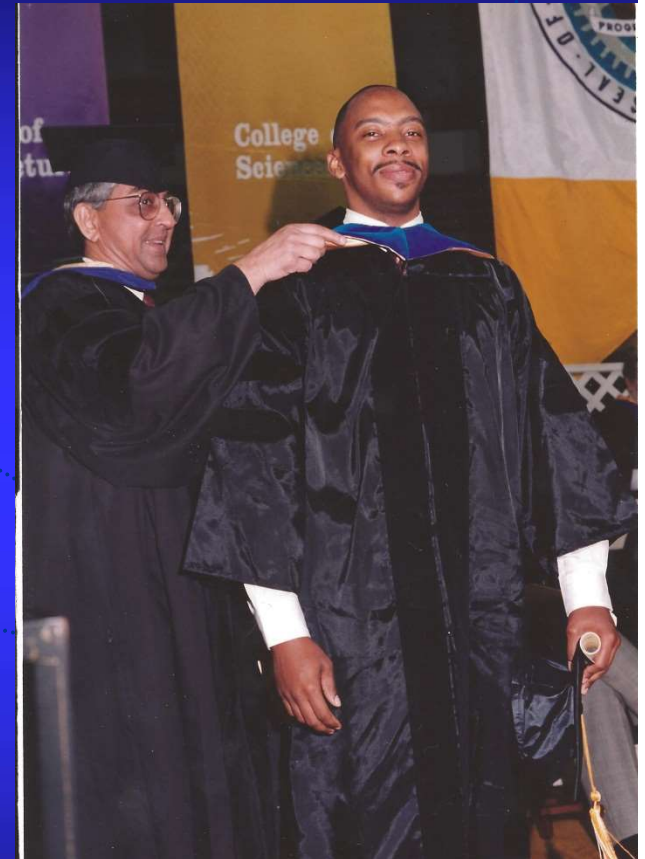
AGEP North Carolina Alliance

The AGEP-NC project, an Alliance of NC A&T State University, UNC Charlotte and NC State provides a catalyst for departments wishing to build an infrastructure for their doctoral programs and a culture among dissertation advisors that successfully prepares underrepresented minority (URM) dissertation students for faculty careers in the sciences and engineering.

AGEP North Carolina Alliance

Our vision is to develop a corps of faculty fellows, department heads and directors of graduate programs leading their departments in planning and implementing enhancements to doctoral success for underrepresented minority dissertation students.

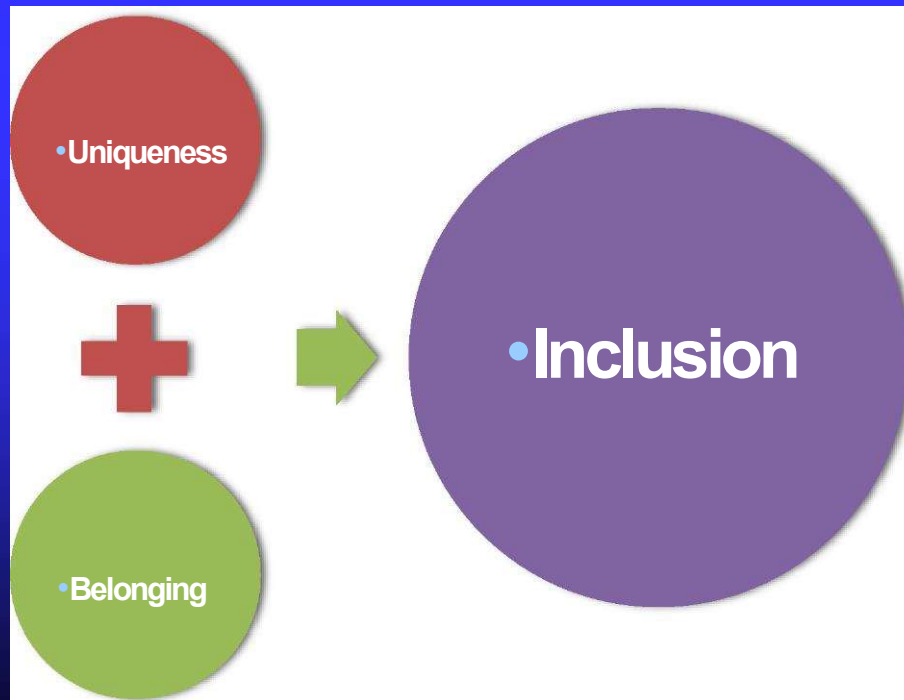
An Unlikely Journey!!



a basketball, a girlfriend, a urinal, a bench and an absence!

Two Important Aspects of Inclusion

Brewer's Optimal Distinctiveness Theory (ODT). This theory essentially explains the tension that people experience between the need to be a unique individual and the need to belong with others.



Two Important Aspects of Inclusion

	Low Belongingness	High belongingness
High value in uniqueness	<p>Differentiation:</p> <p>Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/organization success.</p>	<p>Inclusion:</p> <p>Individual is treated as an insider and also allowed/ encouraged to retain uniqueness within the work group.</p>
Low value in uniqueness	<p>Exclusion:</p> <p>Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.</p>	<p>Assimilation:</p> <p>Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.</p>

• The “Real” Pain of Exclusion



Exhibit 1: Social and Physical Pain Produce Similar Brain Responses

Brain scans captured through functional magnetic resonance imaging (fMRI) show the same areas associated with distress, whether caused by social rejection or physical pain. The dorsal anterior cingulate cortex (highlighted at left) is associated with the degree of distress; the right ventral prefrontal cortex (highlighted at right) is associated with regulating the distress.

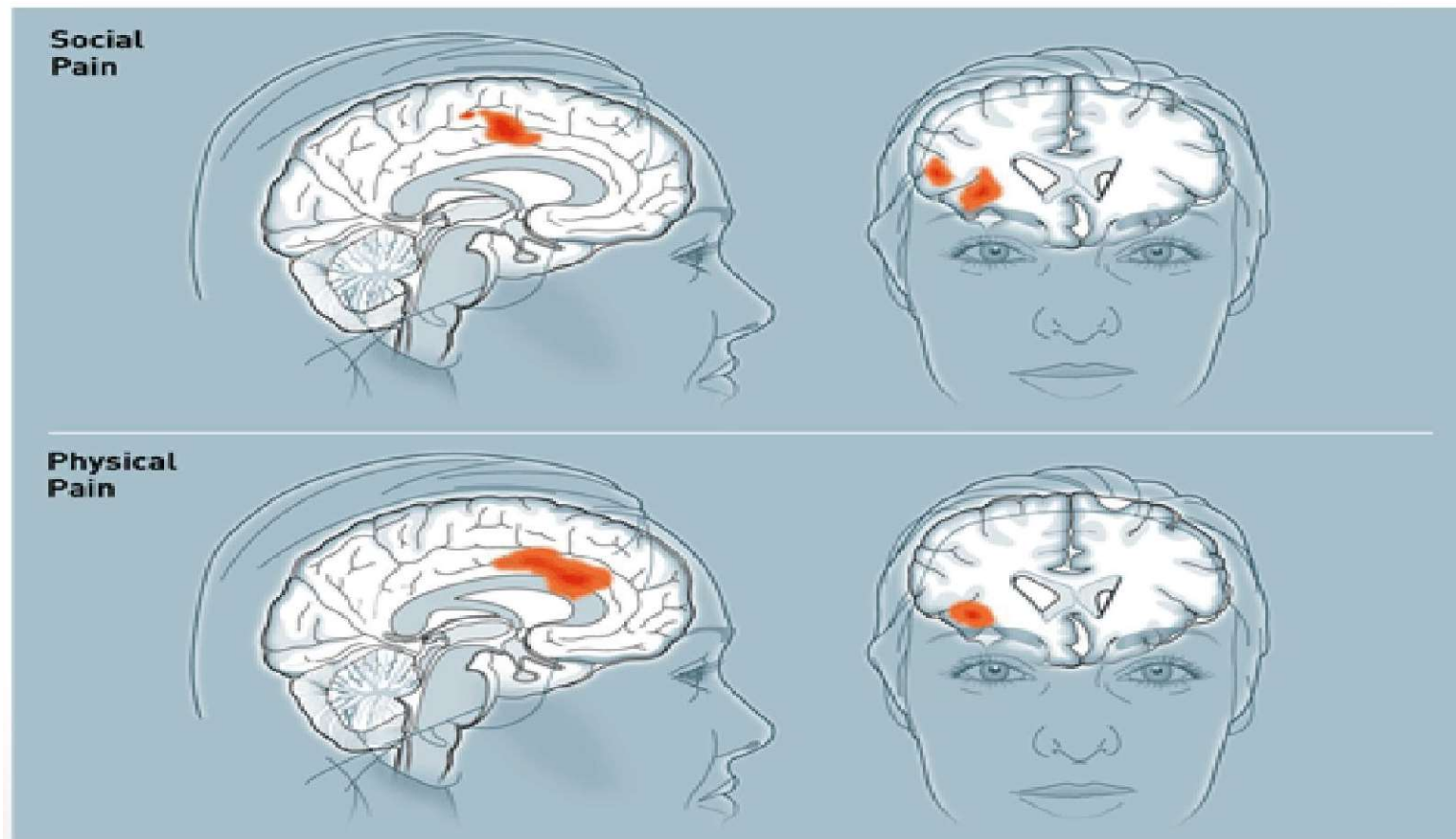


Illustration: Samuel Valasco

Source: Eisenberger, Lieberman, and Williams, *Science*, 2003 (social pain images); Lieberman et al., “The Neural Correlates of Placebo Effects: A Disruption Account,” *Neuroimage*, May 2004 (physical pain images)



Inclusive Intelligence is...

The intentional, deliberate, and proactive acts that increase work group intelligence by making people feel they “belong” and are “uniquely” valued.

**If you do not
intentionally,
deliberately and
proactively include,
you unintentionally
exclude.**

WHY BUILD A BETTER YOU!

**Why build these cities glorious,
if man unbuilded goes?**

**In vain we build the world,
unless the builder grows.**

-- Edward Markham

History of “Mentor”

The term mentor is over three thousand years old and has its origins in Greek mythology. When Odysseus went off to fight in the Trojan War, he left his trusted friend *Mentor* in charge of his household and his son's (Telemachus') education. *Mentor's* name has since been attached to the process of education and care by an older, experienced person. In time, the word Mentor became synonymous with trusted advisor, friend, and teacher. History offers many examples of helpful mentoring relationships-- Socrates and Plato, Hayden and Beethoven, Freud and Jung, Usher and Justin Bieber, Lil Wayne & Drake!

What Mentoring is not!

- **Mentoring is not paternalism!**
- **Mentoring is not a marriage!**
- **Mentoring is not slavery/indentured servitude!**

What is Mentoring?

Mentoring is a process of building a mutually beneficial partnership between experienced persons (mentors) and less experienced persons (protégés) to help develop the skills, behaviors and insights necessary to reach the partnership's goals.

Mentoring goes to the heart of what drives an organization: Its people and its culture.

Why Seek Out Mentors?

Students in effective mentoring relationships...

- experience fewer adjustment problems;
- advance at a faster pace;
- are more productive;
- are more responsible for the choices they make.

Characteristics of a Good Mentor

(ASTD)

- Communicate well
- People oriented
- Tolerate ambiguities
- Value their company and work
- Respect subordinates
- Exhibit confidence
- Care about others
- Feel secure about themselves
- Demonstrate sensitivity to protégé needs
- Trust others and be trustworthy

Benefits of Effective Mentoring

In an effective formal mentoring relationship, every stakeholder benefits!



The Journey to Achievement

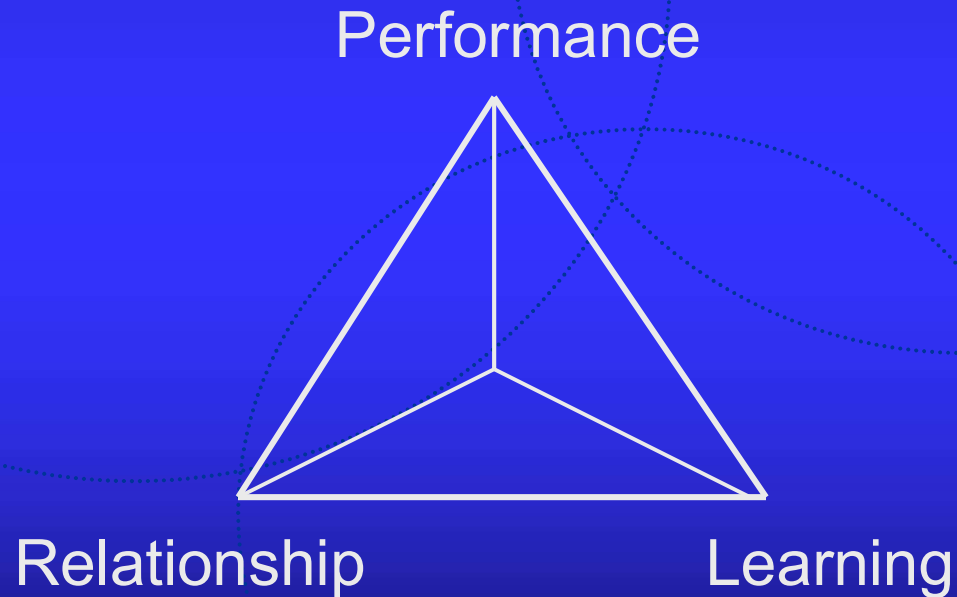
DESPAIR

HOPE

CHANGE

LEADERSHIP

Mentoring **TRIPLE** **AGENDA**



Basic Model of Communication

SENDER

MESSAGE

CHANNEL

RECEIVER

Generating the Right Response: **Communication Model**



Sender

- Authentic

Message

- Concise
- Relevant
- Specific

Channel

- Varied
- Clear

Receiver

- Accessible
- Targeted
- Understood

Cross Cultural Communications

Often because of our diverse backgrounds we miscommunicate or misinterpret a message or action simply because we communicate differently.

High Context/Low Context Cultures

Most cultures fall into one of two categories as it relates to communication and social interaction.

AAA of Mentoring

Advocate

Advisor

Ally

AAA of Mentoring – Allies

Advocate

Advisor

Allly

- **Allly** - one that is associated with another as a helper – **Merriam-Webster**
- Allies are people that help you get your work done.
- Allies are people that you feel comfortable working “in the trenches” with.
- Allies can be at the same level, below, or above where you are.
- Allies do not have to look, talk, act, or even think like you do!

AAA of Mentoring - Advisors

Advocate

Advisor

Ally

- **Advisor** - One that advises – **Merriam-Webster**
- Advisors are people that guide the course of your work.
- Advisors are people that you feel comfortable being led by.
- Advisors must be more experienced than you are.
- Advocates most likely will not look, talk, or act like you do!

AAA of Mentoring - Advocates

Advocate

Advisor

Ally

- **Advocate** - one that pleads the cause of another – **Merriam-Webster**
- Advocates are people that can speak on your behalf in places that you cannot go.
- Advocates are people that you feel comfortable being represented by.
- Advocates must be at a higher level than you and must be able to influence those that make decisions regarding your career
- Advisors may not look, talk, or act like you do!

How Do I Fill the Void?

- You have to go out and find people that can serve all three purposes.
- Typically there is a one level down approach (e.g. Advocates willing to be advisors and advisors willing to act as allies)
- Do not expect one person to be the “supreme mentor” that does everything for you.
- The best thing that you can do is to make yourself easy to mentor.

Role and Responsibilities: The Protégé

- Be accountable and responsible
- Take initiative and show resourcefulness.
- Discuss your needs and expectations with your mentor
- Work with mentor to develop and establish realistic and obtainable goals
- Implement plans for integrating personal program goals with performance expectations.
- Establish workable alliance with mentor.
- Show appreciation for mentor's time/support.
- Be receptive to suggestions and feedback

Role and Responsibilities: The Mentor

- Be committed to serve
- Serve as role model, confidant, and friend.
- Offer counsel and advice on expectations, values, opportunities and options.
- Share expertise, interest and knowledge.
- Listen to the needs and expectations of your protégé
 - Work with protégé to help him/her develop and establish realistic and obtainable goals
- Help protégé formulate degree program goal plan.
- Help protégé with departmental interaction (e.g. form completion, deadlines, etc...)
- Keep protégé aware of progress

Some Key Issues to Consider/Potential Pitfalls

For some students, becoming productive scholars/employees means first overcoming personal and/or campus/or workplace barriers:

- gaps in academic preparation;
- adjusting to the rigor/nature of college/job work;
- lack of college/professional sophistication;
- transitioning into a new academic/work environment;
- poor fit with the campus/work environment;
- lack of compatibility between personal aspirations and faculty/Instructor/Supervisor expectations.
- problems forming peer alliances;
- feelings of marginality;
- cultural/academic isolation;
- being the “ONLY” one;

Tips For Effective Mentoring

1. **Maintain regular contact.**
2. **Always be honest..**
3. **Avoid being judgmental.**
4. **Do not expect to have all the answers.**
5. **Seek access to resources and support networks.**
6. **Be clear about your expectations and boundaries.**
7. **Avoid being overwhelmed by the mentee/mentor's needs. Maintain professional distance.**
8. **Respect confidentiality. This is a true sign of professionalism.**
9. **If the relationship seems to stall, hang in there. Try a different approach. Reevaluate your position and consider new methods of communication.**

Questions, Comments, & Concerns

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